**ENTREPRENREURIAL PLAN**



**February to June 2014**

**Contact:**

Entrepreneurship 30

Greenall High School

Box 70, Hyde Street

Balgonie, SK S0G 0E0

sweettemptations.ja@gmail.com

**Table of Contents**

NOTE: The table of contents as well as page numbers will be added in after you have completed editing. Have fun friend ☺

**Confidentiality Statement**

The information and data embodied in this entrepreneurial plan are strictly confidential and are supplied on the understanding that they will be held confidentially and not disclosed to third parties without the prior written consent of **Sweet Temptations.**

**President’s Report**

**Sweet Temptation’s** was a successful production based venture. We began our cupcake business in the beginning of April and we have worked to become a success from March up until the beginning of June, when we had to liquidate our company.

Our business was started on March 24th, 2014 and we worked on our business plan from April 1st-4th. Once we successfully completed our business plan, we moved forward to host our first board meeting on Monday, April 7th, with valued outside entrepreneurs: Brad Patterson, Michelle Strawford, Glenda Elliott, and Paige Sveinbjornson to hear our plans out and offer their own views and ideas about our company. Once we took some of their advice to heart, the next day we started our first day of production.

To kick off our company’s first sales, **Sweet Temptations** sent both of the Co-Presidents and the Vice-President of Marketing and Sales to the Junior Achievement Luncheon/Trade Fair. Here, we brought over thirty cupcakes (cinnamon roll and cookies n’ cream), and we successfully sold each one of them. The availability of a variety of networking opportunities, allowed our company members to be introduced to working business people. The company members that received this opportunity learnt how to converse and how to sell a product to people they have never met before. This was proven to be challenging, as they did not have this exposure before and had to learn on the go. During the event, one of the Co-Presidents had the opportunity to be interviewed by a local television station, which started our company on the right track.

Sweet Temptations was a cupcake venture. We sold the following flavours: Cinnamon Roll, Cookies n’ Cream, S’more, and Red Velvet. For a limited time only, we sold an Easter cupcake that was a choice between chocolate and vanilla cupcake that we decorated with green butter cream frosting and we garnished the tops with mini eggs. When we tested our recipes that we started with, we had a cupcake called, Brownie Cookie Dough. After completing the recipe, we found that the cupcake did not rise, which left the cupcake dense. We also put cookie dough frosting on the tops of them. Once we finished the cupcakes, we sold the cupcakes to a teacher at Greenall High School, and she commented on the sweetness of the cupcake. We tasted the cupcake and came to the consensus that the cupcake and the frosting together made the cupcake as a whole too sweet, which led us to get rid of the cupcake.

We sold individual cupcakes that were to our standards for $2.50, the half dozens for $13.00, and the dozens for $22.00. Cupcakes that were not to our standards for example sizes of the cupcakes were not consistent, icing malfunctions, and quality of the cupcakes. These inconsistencies were sold for a lower price to the Greenall High School student body and staff.

In order to be able to have this venture, we needed a kitchen that met health and safety standards to bake and ice our products. To use Greenall High School’s facility, we needed permission from our Principal, Mrs. Elliott, and both of the cooking instructors, Ms. Ostrander and Mrs. Gibbs. In order to use this facility, we needed to complete checklists and show Ms. Ostrander the checklists upon requests. She also checked our kitchens after we cleaned them on request by the Co-Presidents to ensure that the stations were being clean properly. We were able to use the lab during class time when it was not already being used by a cooking class already. When it was being used, we came in before and after school hours.

Our main company goal was to maintain quality and freshness in our cupcakes. We did this by baking cupcakes only two days before the orders were due, and iced them the day before or the day of, depending on when the order was due by. We wanted to donate any of the extra cupcakes to Soul’s Harbour that we baked, but we ended up being able to decrease our prices and sold them to willing customers. We will be donating 10.3% of our profit to Soul’s Harbour, which comes out to be $112.80.

We would like to mention and thank all of our team members for their dedication and hard put forth to contribute to the success we achieved in **Sweet Temptations.**

* **Shanelle Mowbray and Darby Przepiorka-** Darby and Shanelle are both very experienced in leadership roles and have good problem solving skills. They take into account the opinions of all involved as well as what is best for the company in making decisions. They are both extremely committed to this business venture and offer knowledge, insight, and creativity, making them wonderful candidates to lead this team.
* **Noah Smith and Edwin Bos-** Both Noah and Edwin are very intelligent in the computer and technology field. Edwin has taken Graphic Arts 20 and 30, and has designed our logo. Because they both take their job seriously, it will help us to take the next step in the technology aspect of our company.
* **Riley Leach-** Being a member of Information Technology, he ensured that our social media was always updated. Whenever he was needed to help out in production and he was available, he was always there and ready to work.
* **Jocelyn Chittenden-** Jocelyn’s creativity brought new ideas to the table, making her the perfect fit as the head of her branch. Being an extravert, she demonstrated her strong leadership and communication skills within the company, which helped the team come to a consensus.
* **Tamara McDougall-** Tamara was an organized member of Marketing and Sales. She organized all of our sales and ensured that our information was all together and properly filed. Whenever she was able to come in and help out in production, she was an asset to the company.
* **Taylor Galbraith-** Being a member of Marketing and Sales, Taylor created appealing posters to help advertise our company around our school. She was also helpful whenever she was needed in production.
* **Shae-Lynn Pilsner-** Shae-Lynn’s creativity and organizational skills positioned her well to lead the production of our product. Her creativity with respect to unique cupcake flavours gave our company a distinct competitive advantage.
* **Jayden Halbgewachs-** Jayden was the V.P. of Production’s assistant. Being unable to help out with production outside of school, he made it up during school hours.
* **Nikki Skwara-** Nikki was a member of the production team and was proven reliable whenever she needed to come in and bake or ice. Her positivity was an asset to the company because it affected everyone around her.
* **Mackenzie Anderson-** Mackenzie was also a member of production, but specifically she was the purchasing manager. She made sure that we always had ingredients by regularly updating our inventory list.
* **Marissa Robinson-** Marissa was a member of the Experimental Club in her elementary school, assisting in her ability to know all the necessary safety precautions. Her devotion to the cleanliness and safety regulations our company must abide by has given her the opportunity to gain her team members’ respect.
* **Taylor Kobelsky-** Taylor has exceptional communication skills, which made her a strong leader in this role. She values the opinion of others as well as takes her own opinion into consideration, and effectively communicated information verbally and in writing.
* **Christian Potts-** Christian has thorough knowledge in the study of mathematics. His ability to motivate himself and the team enables him to relieve the stress of others. His commitment to the venture and his ability to accurately analyze and prepare financial information is extremely, important and contributes significantly to the financial aspects of our company.

In being a production company, **Sweet Temptations** had to deal with a variety of conflicts that we worked on to be able to push through and complete our tasks ahead of us. Some of these conflicts include shifts to produce cupcakes, co-workers on vacation or unable to attend days at school, arguments between achievers, authority, and attitude issues.

 To be able to produce cupcakes, our company created a baking schedule to meet orders on time, but to also allow everyone to take turns getting up early and staying after school to bake and ice cupcakes. This turned into an issue because some people would either not want to come in for their shifts, work, or be too busy with other schoolwork. We over came this as a company by being there for one another and pushing ourselves to take turns or to fill each other’s shifts in order for our customers to be satisfied with our product

When our co-workers were on vacation, or if they were unable to attend school, then we would be short workers for production. We were able to overcome this obstacle by everyone who was able to come, worked together and took on more tasks that needed to be finished so that we would maintain our goal.

Throughout the experience, there have been arguments and disagreements about the recipe procedures and decorating clashes between achievers. We were able to fix by discussing it with one another. If this were not possible, our VP of H.R. would take action, hear out each of the worker’s issues, and come up with a plan to move past the dispute.

Being a class of high school students with little real life job experiences or even listening to your peers, our company had some authority issues. We overcame this as a company by having everyone understanding that in order for this company to be successful, we would need to listen to each other and our superiors in order for anything to be solved. After we solved this, our company ran smoother than before, which improved our production. Lastly, in not listening to authority within the company came attitude. After all members understood that our success hung on the company’s unity, everyone changed their tunes and worked together as a team to make our company a success!

Our future recommendations would when you are first choosing your ideas for your business venture make sure that you explore every option. This ensures you will find the right business to proceed with, and that you know everything that you need to know and even a little more than necessary, making your company members experts in the field you will be pursuing for you venture. When you are voting people from your company into important positions, make sure that they are able to handle the power you vote them into. Know them, are they dedicated, are they organized, and are they responsible people. Check for those key areas, and you should be able to pick the right person for the position.

When you are writing your business plan, understand that this is an outline and that things will change when you are in the middle of company operation. You can only research as best you can, and know that there are some things that you cannot control. By ensuring you have written your business plan to the best of your ability, you have given your company an advantage that helps your operations because you have started an outline for your necessary schedules.

Scheduling will become an important aspect of any company that is chosen. From company operations to selling your product and then to even writing a business plan or your final shareholder’s report. If you are able to organize dates and times for these, your company will be organized and efficient. If training is necessary for your venture, be sure to do this for all of the company members, because everyone will help out at least once, and everyone should know what they need to do when that time comes.

We would like to thank:

Brad Patterson, Michelle Strawford, and Paige Sveinbjornson for attending our board meeting and giving our company helpful tips and insights, for purchasing our product, and for attending our final shareholder’s meeting.

Mrs. Elliott for supporting of our venture, giving us permission to use the cooking facilities, and for the free printing needed for our company’s advertising. Also, thank you for attending our board meeting and our final shareholder’s meeting.

Ms. Ostrander and Mrs. Gibbs for giving us the approval to use the kitchen during period six, for donating some supplies, and for checking our kitchen we used to ensure that we were meeting the health standards of the facility.

Mrs. Gardiner for supervising our company while we needed to make our product as well as purchasing our product and giving great customer feedback. We would also like to thank her for the publicity in local newspaper, The Star and PVSD website.

Mr. Trenholm for helping our Information Technology department with our company stickers.

Our customers for believing in our product enough to purchase it.

To our shareholders, for allowing our company to start off of the ground.

Ms. Mcfarlen for making this class possible. We appreciate all of your advice that you gave us and for allowing us to make our own mistakes, even though our company would have run smoother if you had corrected us. With those mistakes came experience that will help us in our everyday lives and careers in the near future. Thank you for coming in all of the times and sacrificing your personal schedule for our company.

Junior Achievement for making this experience possible. We have learnt the responsibilities of running and owning a company, and it has changed how we view entrepreneurship. The networking opportunities that we had access to thanks to you helped us throughout our company and gave us the experience of how to talk to people you never knew before.

**Marketing and Sales Report**

**Sweet Temptations** as a company marketed mostly through word of mouth. We were able to spread the word about our company by communicating with friends and family of our company members. Our Information Technology team made our company known through social media, and utilized the endless opportunities that our company came across. Creating a Sweet Temptations Facebook account, Twitter page, as well as introducing our company to the world of Instagram, we were able to project interest in our business. By making a name for ourselves on the World Wide Web, we had an immediate customer base which was only enlarged as we creatively carried on with our advertising techniques. Our marketing team was able to make use of the free printing we were offered on the colour printers at Greenall High School, and soon our school and community were well aware of the intentions of Sweet Temptations.

When first starting our company we had a goal of making $500 in sales. We were able to surpass this goal, almost doubling it. As a group we were very pleased that our hard work and dedication resulted in us being successful.

Before beginning operations the marketing and sales team forecasted that a good majority of our sales would come from within the school and at lunch sales. As the company began operations we discovered that most of our sales were coming in through order forms. Having more than 85% of sales being from the order forms our production team was very busy ensuring that all orders were filled on time. Having been so busy in the kitchen with these sales we were limited in our ability to make a sufficient amount of product to sell within the school at lunch like we wanted to. Cupcakes were still able to be sold within the school classroom by classroom when we had enough product. **Sweet Temptations** also made it a priority to have at lunch sales once. These turned a good profit and allowed us to realise that as a company we had missed a big opportunity. Even though such a great opportunity was missed, we still had exceptional profits, and were able to keep up with order demand.

Our original marketing pitch was that we would strive to give each of our customers a delicious gourmet cupcake with a unique twist using bold and exciting advertisements. Our company was able to meet this goal and give each of our customers a great cupcake. **Sweet Temptations’** advertising was our downfall. We never came up with a solid campaign to promote our product. Although our company made posters and hung them around the school. They were not as eye catching as we wanted and didn’t allow us to receive many orders from the student body. It was our members that did our advertising. As a company we were able to get our name known through the halls and within the community through word of mouth. Constantly promoting ourselves in a positive way allowed our customers to see that we were a caring company that wanted to give them a great product.

During the start-up process, the marketing team decided that we would be able to maximize income by contacting the local businesses, such as: Coco Beans, Licksapolooza, and The Balgonie Store. As we began to carry out the operations of our venture, we realized that as a company we had more than enough order forms coming in by word of mouth. This limited our opportunity to reach out to local supporters and to supply cupcakes to these companies. Soon into the business the **Sweet Temptations** staff realized that we would be doing great if we could simply fill the order forms that had already been submitted. Between our determined staff and satisfied buyers, our customer base was enlarged, and we were continuously being stocked up on new orders. Our production team and other members worked hard to fill each and every one of these orders on time with quality service.

We believed as a team we would need to depend on other local businesses in order to keep out head above water, but soon realized that with the spirit of competition we could successfully support ourselves as a Junior Achievement company. As the weeks quickly went by, the demand rapidly increased and the free time which we saw coming was limited to none. All free hands were put to work immediately in the production department with determination to push the orders through. This severely cut back on the extra time the marketing team had hoped to have in order to contact local businesses and promote ourselves as a company. Therefore we were unable to contract through these supporters. However this again opened a new opportunity for our team member to learn how to fend for ourselves and widen our horizon in learning how to create a personal customer base.

As a marketing team we wanted to be unique. We bounced some ideas around and came up with the idea of putting inspirational quotes on each of our cupcake orders. Once production started and we were faced with the challenge of having orders ready on time, we discovered that baking a quality cupcake took a lot more time and patience than first anticipated. This brought us to the realization that adding another task like making quotes to insert on each cupcake was just too much. We had to except defeat and have a company vote to remove that aspect from our plan. Even though quotes were no longer part of our business we allowed one large order to have the quotes added to satisfy a customer request.

**Production Business Plan**

Sweet Temptations sold unique cupcakes produced by the workers among our company. Our handmade product was baked and iced by us. We as a company had to go out and purchase groceries from a local grocery store, as well as supplies that the school didn’t supply us with. For icing the cupcakes one of our members let us borrow her pampered chef tool from home and the school kitchen provided us with piping bags. The school also supplied us with the oven and baking tools. The workers that came in to help each were assigned to do separate jobs on separate days, such as the workers who bake one day will not necessarily be icing them the next unless they are scheduled to come in for that day.

Our product was sold individually throughout the school and as well be packaged in boxes of half a dozen. Outside of school people were able to pre-order by the dozen. Our boxes were then labelled with a Sweet Temptations label. Our storage consisted of our classroom, where dry ingredients and boxes and whatever else was needed to run the company, were to be stored. As well as the kitchen fridge was there for our class to keep refrigerated ingredients and the bakery racks to store cupcakes that were recently baked. Workers were all received the recipes and as well as the steps to follow to ensure each product turns out the same every time.

The few problems in which we encountered consisted of the cupcakes not coming out properly (size and shape) or not taste the way we want them to. When this occurred we decided to add ice cream to a batch and sell them around the school, as well with another batch we donated them to the teachers. With each batch not turning out well, we made sure that we iced them well and sold them around the school, not wanting any to go to waste. We also received too many orders for us to handle at one point, but we just worked harder and had to spend more time at school to complete these orders. We were only late with one order, but completed the order by the end of the day and were able to deliver the cupcakes to the gentlemen later throughout the day.

We did run out of supplies at times, in which people had to run to grocery stores in order to purchase more at the last minute. We only had a few employees that cancelled on their shift last minute, but luckily we had enough people that were scheduled so we were not shortened for workers.

We also removed our brownie recipe; it didn’t turn out well and was not very popular. When we tested our recipes that we started with, we had a cupcake called, Brownie Cookie Dough. After completing the recipe, we found that the cupcake did not rise, which left the cupcake dense. We also put cookie dough frosting on the tops of them. Once we finished the cupcakes, we sold the cupcakes to a teacher at Greenall High School, and she commented on the sweetness of the cupcake. We tasted the cupcake and came to the consensus that the cupcake and the frosting together made the cupcake as a whole too sweet, which led us to get rid of the cupcake.

Rarely were people not very productive in the workplace, but we definitely had efficiency problems. A lot of our company members had conflicts, but moved forward together as a company, and continued with company operations. Knowing there could be so many problems we just did our best and monitored our work to prevent failure. We had trust in all company members and what our workers are capable of doing.

With the supplies we constantly checked how much we had left, and we tried our best to not over baked cupcakes if they were not needed. At times though we did over bake and in that case, we just sold them around the school, leaving few to go to waste. The cost of our start up supplies was approximately $250. We started production on April 8th and ended on May 23rd. It took approximately one hour per batch of cupcakes to bake, ice and package. When our orders became more demanding. We had to bake more frequently throughout the week to keep up with the need of the cupcakes.

In total, production produced approximately 900 cupcakes. Kitchen hours expanded from not only class time being used, but as well as morning and after school hours to keep up with demand. We kept track of inventory weekly by keeping a checklist of the supplies we had left and what we needed to buy for the following week. The members of production and whoever works daily will need to mark off how much inventory there currently is. Overall production was successful in needing to complete tasks on time, although it always didn’t run very smoothly.

**Human Resources**

Our team as a whole went through many difficulties as well as triumphs throughout our journey as a company. There definitely was many conflicts throughout the span of running the business. Some of the different conflicts were people not taking it seriously and not looking at the presidents as presidents but more like just classmates, so they wouldn’t listen to them. Another big issue we had for a bit was attitude problems; lots of members wouldn’t listen or they would back talk to someone who had a suggestion or was telling them something that had to be said. Coming in for shifts before and after school to bake the cupcakes also became a conflict, not many people wanted to put in their own free time to come in and help out. After a while people got fed up with this fact that the same people were constantly coming in all the time and other people not at all, so we made a schedule. If you couldn’t make it you had to find someone to come in for you. Even throughout the conflicts, we made it through most of the tough times, because we remembered that being patient and open minded is one of the biggest traits to have if you’re going to start your own business.

Mostly we all worked as a team instead of just single units. Production and Marketing were the two biggest spots where we all worked together, because of the amount of orders that came in it was to much for just production to handle. Marketing was the easy part with family and friends finding out that we were baking homemade cupcakes and selling them they all wanted some. We had other people find us on social media sites so we would all help to deliver and sell the product.

The Human Resources department wasn’t as hard as I thought it was going to be in the very beginning, I think one of the possibly difficult things was trying to sort out certain problems, because I usually saw both sides in the argument. The easiest thing was the motivation. The group was pretty motivated throughout the time of working together. As mentioned in the compensation plan, training people for the job wasn’t really a big problem, because after baking for a while, people just found themselves doing what they thought they did best.

We have 30 shares, people had the option to purchase 1 to 2 shares each. Each share is worth $AAAA making as profit of $AAAA at $5.00 per each share. We have decided to donate $112.80 to the charity for Souls Harbour. So it makes it that we are donating 10.3% of our profit to the charity. We voted and decided to do this as an entire group.

**Information Technology**

For our company, **Sweet Temptations** we have used a wide variety of technology to help our company succeed. Our social media websites have helped us spread the word about the company. We used Twitter, Facebook, and Instagram as our social media sites. We also created the company logo using various Adobe elements, including Photoshop, and Illustrator. Information Technology also were in charge with creating stickers for the boxes we put the cupcakes in for deliveries.

We also had a company e-mail; which we used to receive our orders. At the start of the company we had a BlogSpot that was for the company members to post on it regularly to inform the others of upcoming orders, or if someone was going to be absent that day. But we later discarded it, and we then decided to use a simpler method of a company chat with our phones.

Our social media sites have helped us receive many orders, and interact with our customers. Our Facebook account got 110 likes, our Instagram got 19 followers, and our twitter got just over 40 followers. We tried to post regularly on our social media sites, and we did a good job maintaining our Facebook and Twitter by keeping them up to date and posting several pictures etc. Later on our Instagram page kind of got neglected, and that is why it had the least follows and posts out of all our social media sites.

Finance used Microsoft Excel to produce charts and to help him keep track of everything. We also helped out production and did an inventory for all the ingredients we had using the Microsoft Word program.

When in the class, the members of our company used the Ipads to constantly update the social media, and checked the company email. We also used the Ipads to make a survey but we did not end up using it. We instead decided to send thank you emails to everyone who ordered a cupcake.

Our company used a wide range of technology, and without it, our company would not have been as successful.

**Finance Report**

**Sweet Temptations** financial details appear below, Note the goals in the right column.

**Sweet Temptations**

Income statement

For the period end of May 2014

**Revenue**

**Sales**

April 9th $150

April 16th $74.95

April 18th $147.00

April 18th $44.00

April 23rd $29.00

April 23rd $29.00

April 23rd $22.00

April 24th $104.00

April 26th $50.50

April 26th $50.00

April 30th $66.00

May 2nd $50.50

May 2nd $101.00

May 6th $50.00

May 6th $44.00

May 7th $66.00

May 7th $150.00

May 16th $50.00

May 23rd $44.00

May 23rd $210.00

May 23rd $284.00

May 23rd $176.00

May 23rd $18.00

May 23rd $44.00

May 30th $101.00

Total: 2154.95

Expenses

**Sales**

Date Name Expense Reason

2014/04/15 Jocelyn Crittenden $34.70 Bought groceries

2014/04/15 Amy McFarlan $119.40 Bought groceries

2014/04/15 Shanelle Mowbray $233.69 Bought groceries

2014/04/17 Darby Przepoirka $38.28 Bought groceries

2014/04/17 Shae-Lynn Pilsner $14.15 Bought groceries

2014/05/02 Amy Mcfarlen $26.07 Bought groceries

2014/05/02 Shanelle Mowbray $134.02 Bought groceries

2014/05/02 Darby Przepoirka $36.02 Bought groceries

2014/05/06 Mackenzie Anderson $20.00 Bought groceries

2014/05/23 Mackenzie Anderson $45.62 Bought groceries

2014/05/27 Shanelle Mowbray $38.38 Bought groceries

2014/05/27 Shae-Lynn Pilsner $104.43 Bought groceries

2014/05/27 Noah Smith $12.38 Bought groceries

2014/05/27 Junior Achievement $100 Tax’

2014/05/27 Shanelle Mowbray $57.02 Bought groceries

2014/06/3 Souls Harbour $112.80 Donations

Total: 1014.16

Or retail Sales Generated Revenue was $1,162.95 that surpasses our goal set out at the start of the company by over twice as much; the starting goal for our company was $500. The current return for each shareholder is AAAAAAAAAAAA. This is far more than we expected, our goal was to simply break even.

A charitable donation of %10.3 of our profits will go to Souls Harbour; Souls Harbour provides food for individuals requiring support. We are pleased to donate our money to such a worthy cause.

**Health and Safety Shareholders Report**

As a whole, we underestimated the amount of work and frustration this venture would involve. Our school’s food lab was used in the production of our product. We used a schedule to list out the company members who would help with production either in the morning or after school hours. At the end of the period of production a member was required to fill out a check-list before leaving the food lab. During the first month of production all our company members were under a lot of pressure to get our first wave of orders completed. The amount of pressure led to a few complaints through-out the semester. Our very first complaint happened on the first day of production. New orders were coming in almost every day so we needed to step up our producing work. During the beginning of the month of May, new procedures were introduced to apply more specifically to the areas we were having challenges with. With the introduction of new procedures and the guidance from our Vice presidents, we managed to avoid any more complaints and less stress was involved. We started out a little rough, but in the end we have liquidated as a successful business.

***Sweet Temptations Checklist:*** Date: :

Cleaning Maintenance Check-list

* **\*Please be advised\*-** Place a check mark next to a completed task.
* **\*Please be advised\*-** All must be completed before exiting the kitchen area.

1. All dishes washed.
2. All dishes dried and put away.
3. All surfaces used are wiped and cleaned.



1. Stove top and oven are clean.



1. Floors are swept.



1. All wash clothes and towels are put away or put in the washer.



1. All aprons or chef jackets used are either put away or put in the washer.
2. All appliances used are clean and put in their proper place.



1. All ingredients are put away and product is stored properly.



1. Do a double check of all steps. Lights off and door shut upon exit. (If necessary)

Company members who lacked the skill in either the producing or packaging did not under-go basic training by our experienced members. This lack of training led to inconsistency of our product. Some cupcakes were made different sizes, as well as the icing was applied differently in some cases. Our product was not the only thing that lacked consistency. We did not remain punctual and available through the venture and this led to problems. Miss-communication sprouted from our lack of members being available. Towards the last two weeks of the month of May, we as a company had discussions almost every day as these problems needed to be solved in order to liquidate successfully. The discussions really improved our functionality as in fact we did end on a successful note. The entire experience itself was successful as we kept customers coming back for more of our cupcakes.